

~~SECRET~~ EYES ONLY

DD/S 66-2579

MEMORANDUM FOR THE RECORD

E-X-T-R-A-C-T

"Executive Director mentioned that the briefing on Pearl Harbor which was given yesterday will be repeated. DCI wants attendance by middle and upper grade intelligence officers made mandatory."

E-X-T-R-A-C-T

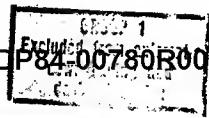
ADD/S/AMW:bak(13 May 66)

Distribution:

Orig. - D/Commo on 13 May 66)

~~✓~~ - DD/S Subject

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D D / S R E G I S T R Y

FILE *Comm*
3 MAY 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Crisis Management - Human Communications

1. This memorandum suggests action on the part of the Executive Director-Comptroller; this action is contained in paragraph three.

2. The Director of Communications recently participated in a discussion on crisis communications which included a presentation on Pearl Harbor developed by the Institute for Defense Analyses (IDA) officials. Since the subject matter bears directly on the continuing Agency consideration of improving its handling of crises, arrangements have been made to have a senior IDA official present the Pearl Harbor study to a selected Agency audience on 12 May in the auditorium. It is anticipated that additional smaller group presentations may be subsequently desired by Agency components.

3. To give the 12 May presentation appropriate sponsorship and backing, it is recommended that you sign the attached memorandum to the Deputy Directors and Heads of Independent Offices.

SIGNED Alan M. Warfield

Alan M. Warfield
Acting Deputy Director for Support

Att:

Proposed Memo to Multiple
Addreses fr L. K. White
Same subject

PLB-1 11/11
AMW-1 11/11
JLW 11/11
CAB 11/11
HLF 11/11
AMW 11/11
CAB 11/11
JLW 11/11
HLF 11/11
AMW 11/11
CAB 11/11
JLW 11/11
HLF 11/11

Originator:

Director of Communications

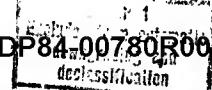
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-2 - DD/S Chrono. Subject w/att

1 - chrono w/att

1 - ER w/att

Approved For Release 2003/04/29 : CIA-RDP84-00780R001200060016-8 25



SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Communications		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PRESERVE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
<p>Remarks:</p> <p>"Jack - If you have not already done so, I suggest a letter of appreciation for DCI signature."</p> <p>(Handwritten by AMW)</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
AMW			13 May
UNCLASSIFIED	CONFIDENTIAL	SECRET	

FORM NO. 237 the previous editions
2-61

U. S. GOVERNMENT PRINTING OFFICE 1961 5-1000

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1 - DD/S Subject w/cc DD/S 66-2579

DD/S 66-2579: Memo for
Pearl HarborILLEGIB
ILLEGIB

001866-2358
Executive Registry

16-2010

9 MAY 1966

MEMORANDUM FOR: Deputy Director for Intelligence
 Deputy Director for Plans
 Deputy Director for Science and Technology
 Deputy Director for Support
 Deputy to the DCI for National Intelligence
 Programs Evaluation
 General Counsel
 Inspector General
 Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on ~~12~~ May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

25X1

L. K. White
 Executive Director-Comptroller

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
Programs Evaluation
General Counsel
Inspector General
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. ~~Because of the relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May 1966, at 1030 hours.~~

2. It is believed that the lessons to be drawn are sufficiently important to warrant attendance by senior personnel in each Directorate. Therefore, each Directorate should ensure representation by twenty-five senior officers. The head of each ~~independent~~ office will determine his representation.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

L. K. White
Executive Director-Comptroller

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
 Programs Evaluation
General Counsel
Inspector General
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Because of the relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May 1966, at 1030 hours.

2. It is believed that the lessons to be drawn are sufficiently important to warrant attendance by senior personnel in each Directorate. Therefore, each Directorate should ensure representation by twenty-five senior officers. The head of each independent office will determine his representation.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

L. K. White
Executive Director-Comptroller

Distribution:

Orig. - DD/I

1 - ea other addressee

1 - ER

1 - DD/S Subject

1 - DD/S Chrono

CONFIDENTIAL

9 May 66

MEMORANDUM FOR: Deputy Director for Intelligence
 Deputy Director for Plans
 Deputy Director for Science and Technology
 Deputy Director for Support
 Deputy to the DCI for National Intelligence
 Programs Evaluation
 General Counsel
 Inspector General
 Director of National Estimates

SUBJECT : Crisis Management - Human Communications

11 (MAY) 11
 1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 14 May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

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L. K. White
 Executive Director-Comptroller

Originator: D/Commo

Rewritten: A-DD/S/AMW:bak(3 May 66)

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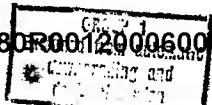
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1 - ~~Approved for release 2003/04/29 : CIA-RDP84-00780R001200060016-8~~

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CONFIDENTIAL D/Commo



Director of Communications

GA 43 Headquarters

We have reserved four spaces for
the Office of Communications to attend
the IDA presentation in the auditorium
on 11 May 1966 at 1030 hours.

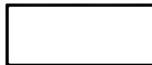
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9 MAY 1966

Executive Officer to the DD/S

7D18 Headquarters



EO-DD/S:VRT:ses (9 May 1966)

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✓1 - DD/S Subject

1 - DD/S Chrono

Mr. Warfield

Mr.

STAT

Mr. Bannerman

STAT

Attached is a copy of a paper on Human Communications that Mr. discussed at the DD/S Staff Meeting last week. A space has been reserved for you to attend if you desire. Please note the date has been changed to 11 May 1966 at 1030 hours in the auditorium.

STAT

DD/S space for attendance has been reserved for Messrs. Bannerman, Warfield, and four members of the Office of Communications; and three members of each other Support Office; making a total attendance of twenty-five.

14
VRT

EO-DD/S:VRT:ses (9 May 1966)

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SUBJECT

: Crisis Management - Human Communications

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1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May at 1030 hours.
2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.
3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

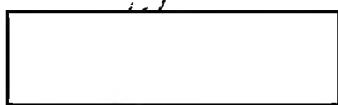
Director of Personnel	5E13 Hqs.
Director of Logistics	1227 Ames
Director of Medical Services	1D4060 Hqs.
Director of Security	GE31 Hqs.
Director of Training	532 1000 Glebe

Director of Finance

616 Key

Attached is a copy of a paper on
Human Communications which Mr. [redacted]
discussed at the DD/S Staff Meeting last
week. We have reserved three spaces
for your Office to attend the IDA presenta-
tion in the auditorium on 11 May at 1030
hours.

STAT



Executive Officer to the DD/S

7D18 Headquarters



EO-DD/S:VRT;ses (9May66)

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✓ 1 - Subject w/X att
 1 - DD/S Chrono
 1 - VRT

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SUBJECT

: Crisis Management - Human Communications

1 May
1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

TRANSMITTAL SLIP		DATE
24 May 1966		
TO:		
Mr. Warfield		
ROOM NO.	BUILDING	
REMARKS: Recommend your signature.		
 WFV		
FROM:		
Assistant Executive Officer to the DDS		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

★ GPO : 1957-O-439445

(47)

DD/S 66-2749

66-2382

26 MAY 1966

MEMORANDUM FOR: Deputy Director for Intelligence
 Deputy Director for Plans
 Deputy Director for Science and Technology
 Deputy Director for Support
 Deputy to the DCI for National Intelligence
 Programs Evaluation
 General Counsel
 Inspector General
 Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Pearl Harbor analysis presented by Dr. Thomas G. Belden of the Institute for Defense Analyses on 11 May to a group of senior Agency officials proved to be a most interesting and valuable session. Arrangements have therefore been made to repeat the 45-minute presentation for a much larger group on 8 June at 1:30 p.m. in the auditorium.

2. Dr. Belden's presentation, which demonstrates the essentiality of precise use of language in human communications through an analysis of events leading up to the attack on Pearl Harbor, has special significance for all intelligence officers. To permit as many such officers as possible to attend the 8 June presentation, quotas have been assigned as follows:

DD/I	175
DD/P	175
DD/S&T	50
DD/S	25

Each independent office and element of the DCI's office may determine its own attendance requirement.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

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L. K. White
 Executive Director-Comptroller

